

Bob - from me to you ;

- I think your aim  
(and aims) is in the  
right and productive  
direction.

- Move in that direction  
however, deliberately --  
a measured step-by-step  
movement with insistent  
but low-key deftness.

- In moving, bring the  
Grp Chfs along with you --  
without force. Seek their advice  
-- face to face, etc.

1/20/69

1. In assuming the role of Chairman, PMB, I have spent the past three weeks observing the Board's daily functions. This time has been ample to 1) review the PMB's responsibility and purpose; 2) grasp the significance of the Board's present efforts; 3) evaluate in my own mind, its level of effectiveness; and 4) develop a plan for the new Chairmanship.

2. In general, the PMB appears to have searched its way in a somewhat random manner since June 1968. The reasons are too numerous with many vague relevances for discussion here. However, it is clear that the original scope of concern by the PMB narrowed rather quickly in its attempt to solve a variety of problems as they occurred on a daily basis and has resulted in an ad hoc approach to production management. Most of the problems have developed in the basic and direct reporting programs (NTP) which account for about one-third of the Center's total production yet consumes most of the PMB's efforts. Doubtlessly, the size of some problems was such that an ad hoc approach to solutions was the only choice in the face of short deadlines and irregular workloads. An overconcern by the PMB for minutiae is evident in its present operations causing the Board to gravitate further from its original purpose and posture. A factor that is also contributing significantly in the wrong direction is the apparent preoccupation of PMB members toward their individual Group interests versus Board purpose. Nevertheless, progress has been made; particularly in recent months. It is not a balanced progress but is reasonable. The Board has resumed an enlarged scope of concern for overall production in the Center. It is developing an improved project

WORKING PAPER

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

status of all projects in the Center system. An effort is underway to establish on a product-type basis, reasonable and practical PSG production "turn-around" times in terms of day(s) and weeks as standard. It is planned that such standards will include sufficient flexibility for the Center to cope with crisis and high-priority inputs. These are steps in the right direction and when accomplished, should permit broadening with accelerated progress.

3. As the new Chairman, I would like to relate to you my concepts and purpose, first by reviewing the purpose for which the Board was established, specifically to:

- Assist the Executive Director, NPIC in the management of the Center's substantive and technical production.
- Coordinate and schedule production.
- Keep the Executive Director currently advised of workload status and near-term forecasts.
- Identify and refer to the Executive Director matters which require policy decisions.
- Determine alternatives available for meeting production deadlines and recommend appropriate actions.

In addition, I'd like to propose both a short- and longer-range plan for achieving the Board's main objective as follows:

A. SHORT-RANGE OBJECTIVES

- Enlarge the scope of concern. The PMB must immediately refocus its attention in terms of all inputs to the production cycle. Over emphasis in one area i.e. basic and direct versus first-

SECRET  
- 2 -

WARNING PAPER

phase exploitation and other will prevent a capability to balance total production. It appears that many of the "bugs" with which the Board spends much time can and should be relegated to inter-Group coordinators and not be the concern of PMB. The overview of the Board should include only significant problems or items that cannot be handled elsewhere.

- Determine the most effective manner for the PMB to report to the Executive Director. Are the "daily minutes" meaningful? For example, a project reported overdue in one component with continued banter in the minutes for 2 or 3 days after is not helpful unless that project is of high concern in the Center. Should we keep a daily log of activities and report only weekly in summary form? There has been much trivia in the minutes.
- Weak links. Identify and propose solutions with alternatives to weak links in the production cycle e.g., typesetting in PSG.
- Data bank. The PMB at present does not have enough accurate and current information with which to determine the Center production capability. Such information is essential for proper scheduling, balancing, and forecasting of production loads. A "slide-rule" must be made from reasonably accurate data. Does the Center know for instance, how many persons in IEG and PSG (within reason) will be attending training courses during the month of June '70? Annual leave plus usual increases in mission activity during that time of year could completely abort the present tail-end load of fourth-quarter reporting.

SECRET  
REMOVING PAPER

~~Establish approaches to solving PMB problems.~~ Problems exposed

at the PMB are invariably carried back to Groups resulting in over reaction with multiple remedies which generally reflect Group rather than Center interest. The PMB must solve problems with assistance (only as necessary) from Groups.

- Review PMB procedures. While I do not at this time have a specific suggestion for change, I feel the PMB should reconsider its operational procedures. It may be a "tired" format that if improved would revitalize member interest and effectiveness.

B. LONGER-RANGE OBJECTIVES

- Explore new production concepts. The short-range objectives cited above are intended to maintain present levels of production efficiency while improving aspects of the existing production system. At the same time, the PMB should explore totally new concepts for production procedures in line with the Center's Five-Year Plan projections. In my opinion, the present production system has been out-moded for a long time. Development of new concepts should have "no holds barred" relative to organizational design--within reason of course.
- Innovation. As new total concepts are explored, any element(s) of a concept that is an improvement, is applicable, and feasible to the present system should be recommended for implementation. This could bring improved efficiency to the present system earlier and ease the transition to an improved overall system later.

SECRET DURING PAPER

4. I'm sure that we will surface additional objectives in time. And of course, there are many incidentals not mentioned which relate to all of the above. But this is the way I see the job to be done and I welcome your comment - agreement or otherwise.

5. Finally, I view the role of Chairman, as mainly the shepherd, conscience, and spokesman for the Board.

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